

The Big Debate
The Future of Operations Research



Debate Context

- ISMOR brings together a diverse array of backgrounds and experience
 - There is wisdom in this crowd
- We tend to be opinionated folk, and don't mind sharing
- 4 teams; 4 perspectives on the future of OR
- This evening, informal team working
- Tomorrow, each team speaks for 5 mins on their vision and what actions we take to encourage/avoid it

Utopia or Dystopia?

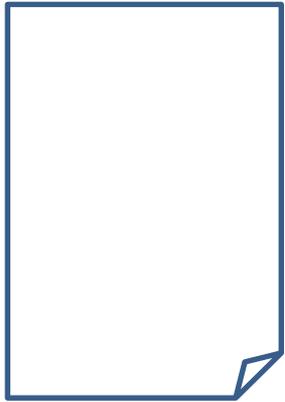
- We live in a time of rapid social, political and technological change
 - ...Social media. Distributed ledger technology. Robots. Artificial intelligence. Fake news. Unconventional politics. Migrant crises. Climate change. Resource shortages. Fractured alliances. New threats. Old threats. Economic crises. Aging populations...*
- Military operations research (OR) is also changing
 - ...Data analytics. Advanced modelling & simulation. Artificial intelligence. Changing/expanding military tasks/contingencies. Analyst recruitment & retention. Budget challenges...*
- We need to think about what all of this means for our profession

Utopia or Dystopia?

- We want to consider the future of military OR from different angles:
 - Two teams will consider a **utopian** future – where data, analysis and reason are at the heart of defence decision making, and our services are in great demand
 - Two teams will consider a **dystopian** future – where truth is subjective, decision making is inconsistent, and where our services are not valued

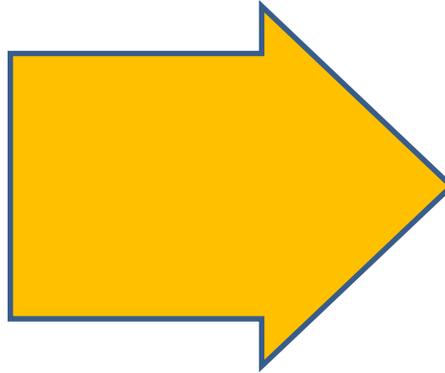
Backcasting

3. What actions should we take now?



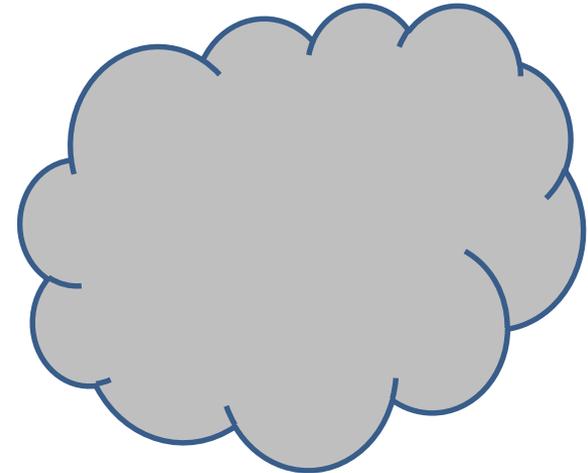
Consider how we might either maximise (utopia) or minimise (dystopia) the likelihood of each future. *How do we position ourselves to be able to spot the signs (of threat or opportunity) and be able to react? What should we be thinking about/doing now?*

2. How did we get there?



Consider the path by which that future state was approached. *What were the warning signs? What were the choices?*

1. The Future State



Consider the characteristics of the chosen future state. *What does it mean for military OR – in terms of the questions we are asked, the approaches that we take, the impact that we have, the health of our organisations,...?*

(Very Brief!) Theme Lead comments

- Making Every Penny Count
- Modelling & Simulation
- Wargaming

Questions?



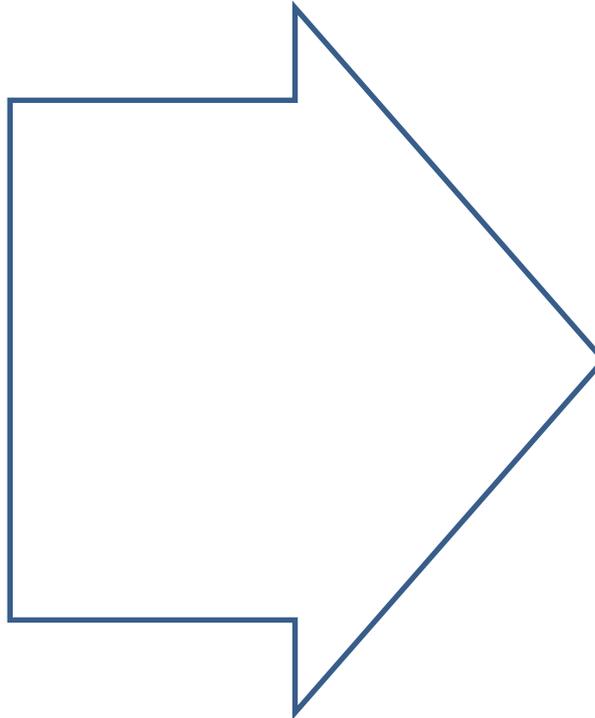
Team:

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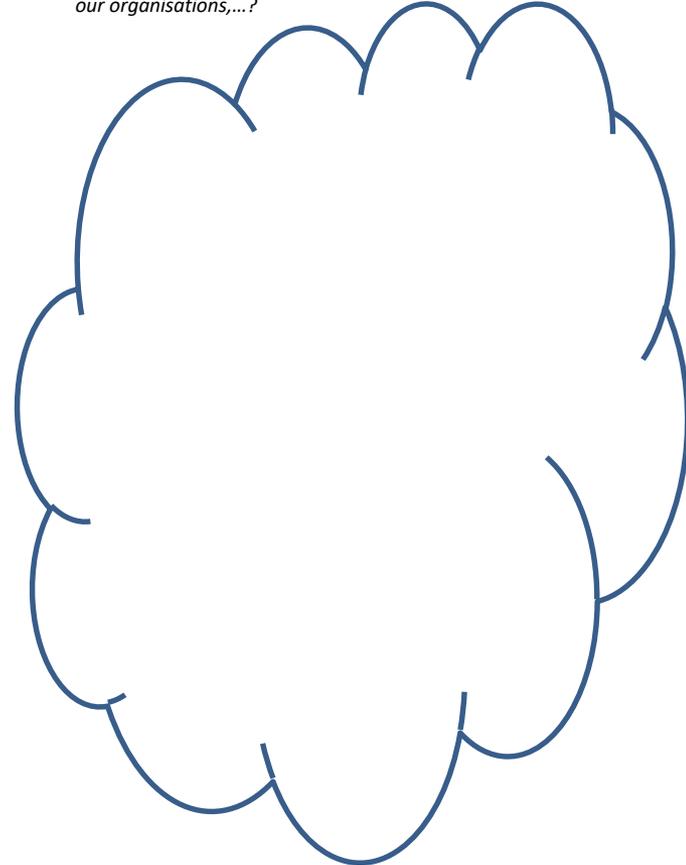
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Any other thoughts?